

Coordinating Council on Juvenile Justice and Delinquency Prevention

Friday, June 17, 2016
10:00 a.m. - 12:00 p.m. ET

United States Department of Justice, Office of Justice Programs
Office of Juvenile Justice and Delinquency Prevention (OJJDP)
810 Seventh Street, NW, Third Floor, Washington, DC 20531

SUMMARY

The Coordinating Council on Juvenile Justice (“Coordinating Council”) held a webinar meeting on June 17, 2016. The meeting was hosted by the US Department of Justice (DOJ), Office of Juvenile Justice and Delinquency Prevention (OJJDP). Council members participated in person and via phone, and members of the public observed.

Jeff Slowikowski, *Designated Federal Official*, provided staff support for the meeting, along with other staff members. Robert Listenbee, *Administrator, Office of Juvenile Justice and Delinquency Prevention (OJJDP)*, led and moderated the meeting.

Michelle Boyd, Ph.D. and Sarah Oberlander, Ph.D., of the Division of Children and Youth Policy, Office of the Assistant Secretary for Planning and Evaluation (ASPE), U.S. Department of Health and Human Services (HHS), offered a report on the history, philosophy, activities, and strategic plan to improve youth outcomes of the Interagency Working Group on Youth Programs (IWGYP), which they staff, along with new IWGYP Chair Cheri Hoffman, Director of ASPE’s Division of Children and Youth Policy (CYP). The presentation included a description of Positive Youth Development (PYD), for which the working group developed a research agenda and engaged in relevant activities. A question-and-answer session followed.

Administrator Listenbee moderated an open discussion on sustaining interagency relationships. Federal government members reported out on the sustainability efforts of their agencies, and practitioner members shared efforts by their organizations. Discussion around ideas and methods for sustainability of activities and relationships among the members was included.

Council members provided updates and announcements from their agencies and organizations.

The next meeting of the Coordinating Council on Juvenile Justice will take place prior to the change in administration, likely in the fall. It will be scheduled to ensure the best likelihood of Attorney General Loretta Lynch, Chair of the Council, being in attendance.

OPENING REMARKS, INTRODUCTIONS, AND ROLL CALL

Jeff Slowikowski, *Designated Federal Official (DFO), FACJJ and Senior Policy Advisor, Office of Juvenile Justice and Delinquency Prevention (OJJDP), US Department of Justice (DOJ)*

Robert Listenbee, *Administrator, Office of Juvenile Justice and Delinquency Prevention (OJJDP)*

Office of the Administrator Senior Advisor for Strategic and Community Engagement Jeff Slowikowski officially called the meeting to order at 10:30 a.m. and welcomed all attendees. He reviewed logistics and procedures for the meeting, and he noted that it would be webcast in real time as well as recorded and archived. Photos would also be taken throughout the meeting. The archived webcast, along with meeting notes, PowerPoint presentations, and any comments received from the public, will be posted on the Coordinating Council on Juvenile Justice and Delinquency Prevention (“Coordinating Council”) website – www.juvenilecouncil.gov – within 90 days. This meeting would not be open for verbal comments from the general public; however, written comments may be submitted to Mr. Slowikowski at Jeff.Slowikowski@usdoj.gov. In-person attendees were invited to submit written comments during the discussion portion of the meeting using the index cards provided to them.

Mr. Slowikowski introduced **Robert Listenbee, Office of Juvenile Justice and Delinquency Prevention (OJJDP) Administrator**, sharing that Administrator Listenbee was appointed by President Obama in spring 2103. Prior to assuming his current position, Administrator Listenbee served as chief of the juvenile unit of the Defender Association of Philadelphia for 16 years and was a trial lawyer with the Association for 27 years. He has served on multiple state and national organizations and commissions that advocate for gender, race, and ethnic fairness in the treatment of juveniles and for improvements to juvenile justice policy and juvenile indigent defense, including the National Legal Aid Defenders Association and the National Juvenile Defender Center. Immediately prior to joining OJJDP, Administrator Listenbee served as co-chair of the Attorney General’s Task Force on Children Exposed to Violence and as a member of the Federal Advisory Committee on Juvenile Justice (FACJJ), which advises the President and Congress on juvenile justice-related matters.

Mr. Slowikowski expressed that OJJDP staff have been very fortunate to have had Administrator Listenbee, with his juvenile justice background and strong leadership skills, at helm of the office for the last three years. He explained that Administrator Listenbee, who is Vice-Chair of the Coordinating Council, would be chairing this meeting in the absence of Attorney General Loretta Lynch.

Roll Call

Mr. Slowikowski asked that each Coordinating Council member introduce him/herself by providing her/his name, office, and federal agency represented. Practitioners were asked to provide their name, cities, states, and background professions. Administrator Listenbee led the roll call, with the following members introducing themselves:

In Person

Cheryl Andrews-Maltais – Senior Advisor to the Assistant Secretary in Indian Affairs, U.S.
Department of the Interior (DOI)

Jennifer Burnszynski – Associate Deputy Assistant Secretary for Human Services Policy, U.S.
Department of Health and Human Services (HHS)

Brent Cohen – Senior Advisor to the Assistant Attorney General for the Office of Justice
Programs, U.S. Department of Justice (DOJ)

David Esquith – Director, Office of Safe and Healthy Students, U.S. Department of Education
(DOE)

Rachel Frier – Chief of Staff, Juvenile and Residential Family Management Unit, U.S.
Department of Homeland Security (DHS)

Laurie Garduque, Practitioner Member – Director, Justice Reform, John D. and Catherine T.
MacArthur Foundation

Larke Huang – Director, Office of Behavioral Health Equity, Substance Abuse and Mental
Health Services Administration (SAMHSA), U.S. Department of Health and Human
Services (HHS) **Designee to this meeting for the Administrator*

John Kelly – Deputy Chief of Staff, Corporation for National Community Service

Helen Konovsky – General Counsel, U.S. Department of Housing and Urban Development
(HUD)

Lisa Lauxman – Director, Division of Youth and 4H, National Institute of Food and Agriculture
(NIFA), U.S. Department of Agriculture (USDA)

Karen Morgan – Office of the Secretary of Defense, U.S. Department of Defense (DoD)

Richard Morris – Senior Advisor, Division of Youth Services, U.S. Department of Labor
(DOL)

Judge Trina Thompson, Practitioner Member – Alameda County Superior Court, Oakland, CA
and University of California-Berkeley Adjunct Professor and Lecturer in Ethnic Studies and
American Culture

Sarah Wattenberg – Senior Advisor for Public Health and Public Safety Issues, White House
Office of National Drug Control Policy (ONDCP)

By Phone

Reginald Dwayne Betts, Practitioner Member – Fellow, New Haven Public Defender’s Office,
and Student, Yale Law School

Judge Gordon Martin, Jr. – Associate Justice (ret.), Massachusetts Trial Court, Boston, MA

Agenda

Administrator Listenbee reviewed the meeting agenda, noting the presentation by the Interagency Working Group on Youth Programs (IWGYP), to be followed by a question-and-answer session. The agenda then included an open discussion on sustaining interagency relationships.

INTERAGENCY WORKING GROUP ON YOUTH PROGRAMS (IWGYP) PRESENTATION AND QUESTION-AND-ANSWER SESSION

Administrator Listenbee introduced **Michelle Boyd, Ph.D.** and **Sarah Oberlander, Ph.D.**, both social science analysts with the Division of Children and Youth Policy, Office of the Assistant Secretary for Planning and Evaluation (ASPE), U.S. Department of Health and Human Services (HHS).

Dr. Boyd's work at ASPE focuses on policies and programs that affect youth and young adults. The topic areas in her portfolio include bullying, disconnected or opportunity youth, financial literacy and education, and violence prevention. Much of her work involves interagency coordination and collaboration; this includes staffing the Interagency Working Group on Youth Programs (IWGYP). Dr. Boyd holds her B.S. in psychology from Howard University and her M.A. and Ph.D. in child development (focus: adolescent development) from Tufts University.

Dr. Oberlander's current activities with ASPE include policy analysis related to youth issues, including teen pregnancy prevention and youth violence prevention. Much of her work portfolio includes coordination and collaboration activities related to youth issues across health and human services and the federal government. Dr. Oberlander also staffs the IWGYP. She earned her B.S. in psychology from Indiana University and her M.A. and Ph.D. in community-social psychology from the University of Maryland, Baltimore County.

Administrator Listenbee also recognized **Cheri Hoffman**, the Director of ASPE's Division of Children and Youth Policy (CYP), and the new Chair of the IWGYP.

Presentation: Working Together to Improve Youth Outcomes

Dr. Oberlander began by providing the background and history of the IWGYP.

Background

As those who work with young people know, their lives can be complicated. Youth – especially those who are most vulnerable – are often dealing with one or more of the following issues at any given time:

- Substance abuse
- Exposure to violence

- Training and workforce readiness
- Employment
- Education
- Housing
- Homelessness
- Physical health
- Trauma
- Transportation
- Service learning
- Wellness
- Mental health
- Justice involvement

These issues are interrelated and, not surprisingly, not siloed by federal funding stream. It would take many agencies working together to solve some of the problems. Examples of interconnected issues include difficulty in attending school daily when one's family is homeless, and challenges to finding employment after being involved with the justice system.

Historically, these issues have been targeted by different federal departments or agencies. It is difficult to develop and ensure communication and collaboration within a large agency and, particularly, across agencies.

IWGYP History

In the mid-2000's, First Lady Laura Bush began the Helping America's Youth initiative to support young people at risk for negative outcomes such as gang involvement and substance abuse. This initiative laid the groundwork for the IWGYP. In 2008, the "Improving the Coordination and Effectiveness of Youth Programs" executive order (Executive Order 13459) established the IWGYP and delineated the 12 departments and agencies that were to be involved. Those included HHS (with ASPE as chair), DOJ as vice-chair, the Department of Education (DOE), the Department of Agriculture (USDA), and others represented on the Coordinating Council. The primary focus of the IWGYP is youth ages 10 to 24, and all departments and agencies included at the onset had programs and services for young people in that age range.

There are now 19 partner agencies of the workgroup:

- USDA
- U.S. Department of Commerce
- U.S. Department of Defense
- DOE
- HHS (Chair)
- U.S. Department of Homeland Security
- U.S. Department of Housing and Urban Development

- U.S. Department of the Interior
- DOJ (Vice-Chair)
- U.S. Department of Labor
- U.S. Department of State
- U.S. Department of Transportation
- Consumer Financial Protection Bureau
- Corporation for National and Community Service
- National Science Foundation
- Office of National Drug Control Policy
- U.S. Environmental Protection Agency
- U.S. Small Business Administration
- U.S. Social Security Administration

The IWGYP established a website, then called FindYouthInfo.gov; approximately one year ago, it transitioned to youth.gov.

The working group has no budget line; instead, it is supported by interagency agreements each year. ASPE contributes financial and staffing support. The IWGYP is made up of career staff who have expertise in youth programs, services, evaluation, research, evidence-based programs, youth development, and youth engagement strategies.

IWGYP Activities

Numerous interagency working groups exist around specific areas, including bullying, violence prevention, teen dating violence, career pathways, and health. The IWGYP's focus is a broad one, and its goal is to ensure that those at the table bring the deeper knowledge of the groups they represent so that the working group can connect and amplify their work.

IWGYP Responsibilities

Executive Order 13459 listed the following three primary responsibilities of the IWGYP:

1. *Create and support a federal interagency website on youth*
 - a. As mentioned above, the working group developed youth.gov.
2. *Identify and disseminate effective strategies and practices that support youth*
 - a. The website includes an evidence-based program directory through a collaboration with DOJ.
 - b. The working group has created content and has held meetings around ways to select and implement evidence-based programs.
3. *Promote enhanced collaboration at the federal, state, and local levels*
 - a. The working group works to serve as a model for collaboration and to promote learning and sharing by posting profiles of collaborations on the website, hosting webinars, and more.

In 2009, Congress directed the IWGYD to develop an overarching strategic plan for federal youth policy.

Success through Transitions

Since 2008, the IWGYD has continued a vibrant body of work and has added new partners, all while appreciating the members who have been involved since the working group's inception. Dr. Oberlander shared some of what has helped the working group's success over the last eight years, including through one Presidential transition:

- *Develop a common vision and plan (strategic plan)*
 - The working group has an agreed-upon philosophy that guides its work and helps it decide which projects to take on and in what order.
 - It held listening sessions around the country to learn what members of the public thought young people needed to survive and thrive. The information gathered in those sessions has guided the IWGYD's work.
 - Most recently, the working group has developed a positive youth development (PYD) research plan and has used PYD as its guiding philosophy.
- *Engage in relevant work*
 - Undertaking work that has leadership buy-in has helped the working group to ensure that staff have the time and commitment to participate.
 - Short-term activities can allow for quick wins and can help with agility and responsiveness.
 - Longer-term activities allow a group to take a deeper look at more complicated issues, as collaboration takes time.
 - Listening to providers on the ground and seeking and receiving feedback are important to the working group's continual forward-thinking efforts.
 - The IWGYD develops helpful products and resources (such as the website) with shared ownership across the membership. Such shared ownership helps people and agencies buy in to the products and makes it far more likely they will discuss and promote them to their constituencies and to the field.
- *Build relationships and develop partnerships*
 - Staff often call on working group members and quickly get routed to the right people or are able to obtain answers. Members can do the same with staff. Personal relationships spawn a lot of work that occurs.
 - Longstanding members are those who see the importance of this work. They are responsive and flexible both in their own jobs and in the collaborative process.
 - With the arrival of Dr. Hoffman as chair, the working group took the opportunity to reach out to partner agencies to determine how it could improve its support of their agency missions, and to ask what kinds of activities they would like to see it engage in.

- In addition to relationships between and among individuals, the IWGYP works to develop relationships between and among groups through presentations like this one and other opportunities to connect with various constituencies.
- *Brief leadership and staff*
 - The working group provides its members with the information they need to discuss the group and its work with their leadership.
 - Instead of taking a one-size-fits-all approach to engaging leadership, the IWGYP considers its members the experts on how much, when, and how to do so, as they understand their individual office dynamics.
- *Involve career staff*
 - It is always important to involve career staff who have a long-term perspective and will likely step in to fill gaps when shifts occur during Presidential transitions, thereby providing continuity over time.

Strategic Plan: Pathways for Youth

Dr. Boyd explained that the IWGYP uses multiple strategies and models to move its work forward. For example, it has developed a common vision, and it has ensured it has a philosophy that guides its work and directs the actions it takes. The working group continually reflects on whether it is living up to the principles and practices it considers most important.

The working group has also developed its draft strategic plan, entitled “Pathways for Youth”. In the Omnibus Appropriations Act of 2009, the IWGYP was directed to develop this plan as an overarching strategic plan for federal collaboration. The plan has been in draft for three years; it has been finalized this year and is being relaunched. The revised version will be posted to the website.

The strategic plan was the result of a very intensive input process. With additional funding in 2009, the working group sought input, holding many listening sessions throughout the country with various stakeholders, including youth. IWGYP members spent much time and energy reflecting on the plan to ensure that it was responsive to agencies’ needs, missions, and priorities around providing programs and services for young people.

The feedback from internal partners and external stakeholders was integrated. Internally, the working group sent the strategic plan through a formal review and clearance process across interagency partners.

The IWGYP uses the strategic plan as its guide and as a vehicle for reflecting on whether the working group is living up to the values it has put forth as its guiding principles.

Pathways for Youth: Goals

Dr. Boyd noted that Pathways for Youth included a strengths-based vision and the following three goals:

- *Collaboration and coordination*
 - The IWGYYP supports collaborative and coordinated efforts on the federal, state, local, and tribal levels.
 - It models collaboration and coordination at the federal level and provides resources and tools for promoting them at the state, local, and tribal levels.
- *Evidence-based and innovative strategies*
 - The IWGYYP provides information, resources, tools, and modeling around incorporating evidence-based, evidence-informed, and promising practices to support youth and young adults, especially as they transition into adulthood.
- *Youth engagement and partnerships*
 - The IWGYYP continues to develop genuine, authentic, and meaningful experiences for young people to contribute to its work and to include their expertise.
 - Young people are experts in their own experiences, and they should have opportunities to inform the practices and processes undertaken at the federal level.
 - The goal is to replicate those opportunities at the state, local, and tribal levels.

The strengths-based vision for youth is:

- Youth have strong, positive, stable connections to family, peers, school, supportive adults, and community.
- Youth are recognized by their community for their strengths and are provided multiple opportunities for civic engagement, service, and leadership.

IGWYP: Philosophy

This year, the IWGYYP has worked to be more explicit around the philosophies that guide its work. In that vein, the working group clearly stated that it wanted to use the Positive Youth Development (PYD) approach in all of its efforts.

PYD Approach

- Karen Pittman, President and CEO of The Forum for Youth Investment, says, “Problem-free does not equal fully prepared, and fully prepared is not fully engaged”.
- Young people are resources to be developed, not problems to be managed. Although the IWGYYP has a particular focus on the most vulnerable youth – those at risk and in risk – it strives to emphasize the importance of prevention, preparation, and promotion. It also focuses on young people’s strengths and their potential to thrive.
- Young people should be actively engaged in the programs, policies, and services that affect them.

Dr. Boyd thanked Lisa Lauxman for providing her perspective from her experience of the 4-H Youth Development Program in their discussions. The IWGYGYP aspires to ensure it is engaging in work that is relevant to its 19 partner departments and agencies and their variety of priorities and demands. All want to serve young people but do it in myriad ways. The goal is to ensure that any activity of the working group has applicability to the departments and agencies being asked to engage in it. Focusing on and promoting PYD can be applied to any topic area that is important to one's respective agency or department.

PYD Activities

Building on its principles, philosophy, and values, the IWGYGYP has engaged in the following activities relevant to the PYD discussion:

- *Developing youth.gov PYD web content*
 - The working group is continually revisiting and enhancing the content for PYD, which was one of the first of more than 25 youth topics on the website.
- *Creating a cross-agency definition of PYD*
 - The working group worked closely with colleagues at the USDA who led an IWGYGYP subgroup in this area.
 - The IWGYGYP spread the definition across the agencies to get their buy-in and approval, so they could then integrate it into their work, including funding opportunity announcements (FOAs).
 - The definition of PYD is: "Positive youth development is an intentional, pro-social approach that engages youth within their communities, schools, organizations, peer groups, and families in a manner that is productive and constructive; recognizes, utilizes, and enhances youths' strengths; and promotes positive outcomes for young people by providing opportunities, fostering positive relationships, and furnishing the support needed to build on their leadership strengths."
- *Developing a research agenda on PYD*
 - The IWGYGYP collaborated with colleagues at the USDA and with colleagues across the 19 partner agencies and departments to develop the PYD research agenda.
 - The agenda expands on the working group's previous work and is a way to incorporate and make actionable all three goals of the strategic plan.
 - A goal of the agenda is for departments, agencies, and divisions therein to work together to create a more impactful effort, especially as numerous entities were already engaged in similar efforts to one another.

Purpose of Developing a Research Agenda

Other reasons the IWGYGYP felt that a research agenda would be a useful product include:

- Identifying research gaps in the literature

- Creating a guide for students and researchers in academia to help them understand what the working group considers important issues relating to PYD
- Bridging research and practice more effectively
- Facilitating cohesion, coordination, and collaboration across its federal research goals and efforts
- Identifying more opportunities for collaboration at the federal, state, and/or local level, or among researchers and practitioners
- Improving the quality and rigor of research
- Assisting funders and partners in identifying their funding priorities

PYD Research Agenda Development

The IWGYP engaged in a consensus-building process in 2013 to develop the research agenda using the following methods, among others:

- Surveying working group members (federal staff)
 - The survey asked what the research agenda should look like and what key resources should be accessed and reviewed.
- Convening a two-day meeting of 16 working group departments and agencies
 - The federal staff thought through the development of the research agenda, breaking into small groups and creating and revisiting questions.
- Fielding additional surveys with the working group
- Developing a subgroup of active participants to better refine the research agenda's focus.

The final research agenda has 10 questions that cover conceptual issues, data sources and indicators, as well as issues that refer or relate to program implementation and effectiveness.

IWGYP PYD Work: Next Steps

At this time, the IWGYP is engaged with external stakeholders and some internal partners around how to continue the work, and it has outlined five steps for doing so, with the goals of being more proactive than reactive and of building a foundation for the work. The working group is pursuing internal opportunities as well as opportunities for external dissemination and identifying partners in many sectors. It is currently developing an action team to develop a full dissemination plan.

Activities already underway are:

- Submitting a manuscript to a peer-reviewed publication with colleagues including Ms. Lauxman, a colleague at the National Academies, and a colleague at the American Institutes for Research; the manuscript, which is a description of PYD and the processes the working group undertook to develop the content, is under review.
- Disseminating the PYD research agenda
 - Presenting the research agenda to colleagues and those who generally work on services for youth

- Connecting with international colleagues through the U.S. Department of State, the U.S. Agency for International Development (USAID), and the Peace Corps to share the research agenda
- Incorporating a PYD approach into agency materials
- Organizing a PYD briefing for an interagency youth homelessness group
- Developing PYD webcasts for training (connections, brain development)
- Updating youth.gov PYD content and creating a hub

Dr. Boyd explained that the strategic plan and research agenda are examples of the IWGYP's work, and that they both align with the working group's strategies for sustainability. She then provided contact information for the IWGYP staff:

Cheri.Hoffman@hhs.gov (Chair of IWGYP)

Michelle.Boyd@hhs.gov

Sarah.Oberlander@hhs.gov

Dr. Boyd suggested that anyone wanting to learn more about the activities visit youth.gov, and she encouraged members to sign up for the e-newsletter at the bottom of the front page of the website.

Administrator Listenbee thanked Drs. Oberlander and Boyd for their informative presentation and then opened the floor to questions.

Question-and-Answer Session

Question 1: Judge Trina Thompson

Judge Thompson asked the presenters to elaborate further on the connection with international colleagues.

Answer 1:

Dr. Boyd explained that the connections came about in an informal way through various interagency group meetings. The informal working group that focuses on international issues has been meeting and discussing these issues; a member of both that group and the IWGYP suggested to the IWGYP staff that it have more conversations with international colleagues who work on common issues such as educational and employment opportunities. The IWGYP has been working to develop a more formal relationship, and members of each working group attend the other group's meetings. In January, the IWGYP held a meeting devoted to PYD and invited external stakeholders and international colleagues to attend; a July meeting will revisit to topic, and international colleagues again will be included.

Question 2: David Esquith

Mr. Esquith asked what the IWGYG does to stay abreast of how youth, and those who work with young people, access information. He was specifically interested in the use of Twitter.

Answer 2:

Dr. Oberlander explained that youth.gov is aimed at those who work with youth. A separate, youth-facing site within youth.gov is Youth Engaged 4 Change. Understanding the ways in which youth engage – and knowing they are not visiting the website by typing in a URL – the IWGYG tweets on Twitter and posts on Facebook (its two major platforms) about new resources in order to drive youth to website content. The working group surveyed youth to learn what interests them and learned that young people want opportunities to give and get support. They also want to understand how they may engage with the federal government, including working as an intern, serving as a grant reviewer, or presenting at a meeting.

Dr. Boyd commented that the working group staff is currently submitting a proposal to add two interns as youth engagement consultants. Also, staff leverages the youth engagement expertise of some CYP Division contractors.

Dr. Oberlander noted that, in their planning for the Summit on Preventing Youth Violence, CYP Division staff engage in group text chats with youth to learn how they communicate and wish to receive information.

Question 3: Larke Huang

Ms. Huang asked how the success of this work is measured.

Answer 3:

Dr. Oberlander explained that CYP Division staff are currently exploring how to be helpful while continuing the division's work. Posting the final strategic plan to the website is a big factor in ensuring that, as it makes clear who they are and what they plan to do going forward. Many initiatives and activities can fit within the strategic plan goals, and this established group has worked together for some time.

Question 4: Ms. Huang

Ms. Huang asked if the staff feels it has reached, and has strategies for, the most difficult and challenged youth.

Answer 4:

Dr. Boyd noted that, beyond the person-to-person partnerships it has developed, the CYP Division also focuses on group-to-group partnerships in order to reach the most vulnerable youth. The division has such a partnership with OJJDP which often focuses on justice-involved young people and those with re-entry-related issues. Also, the division supports the work of the

Performance Partnership Pilots for Disconnected Youth (P3) by ensuring that partners' information is disseminated and their activities are informed and reinforced.

Dr. Oberlander added her view that positive change has occurred as programs have steered away from avoiding helping young people below the threshold in order to demonstrate success through their indicators. However, more progress likely needs to happen in that arena. As well, more strategies need to be shared among programs. One example might be runaway and homeless youth providers sharing their knowledge about developing trust of adults in youth who have never had a trustworthy adult in their lives.

OPEN DISCUSSION ON SUSTAINING INTERAGENCY RELATIONSHIPS

Background

Administrator Listenbee initiated the Coordinating Council's discussion on sustaining interagency relationships by providing the following background:

According to its charter, "[T]he function of the Coordinating Council shall be to coordinate federal juvenile delinquency programs (in cooperation with state and local juvenile justice programs)...The Council shall examine how the separate programs can be coordinated among federal, state, and local governments to better serve at-risk youth and juveniles."

This meeting's session was to be a discussion around sustaining the work and the relationships built over the last seven years. Many agencies have worked together on numerous initiatives, programs, projects, and events over that period of time. This coordination and collaboration has been effective and has helped to advance the priorities of OJJDP and DOJ. Administrator Listenbee gave some examples of those efforts to provide a touchstone for the discussion:

- The Attorney General's National Task Force on Children Exposed to Violence issued a report that focused more attention on trauma experienced by children and called for making trauma-informed screening, assessment, and care the standard in juvenile justice services. It called for providing services to address the special circumstances of girls and of lesbian, gay, bisexual, transgender, and questioning (LGBTQ) youth. It also called for helping and not punishing child victims of sex trafficking.
- The report was presented to the Council in December 2012. Following that meeting, many agencies responded by expanding and enhancing their work around trauma-informed care.
- Council members have effectively collaborated on defending childhood, and many agencies began to think about how to incorporate trauma-informed care into their work.
- Through the Council, members were able to share information and evidence from this report, which changed the way federal agencies approach the issue of trauma-informed care.

- One of the report's primary recommendations was to produce a report on American Indian/Alaska Native (AI/AN) children's exposure to violence. The Attorney General's Advisory Committee on AI/AN Children Exposed to Violence subsequently produced a report, *Ending Violence So Children Can Thrive*; that report also was presented to the Council.
- Similarly, the Council presented the National Academy of Sciences report, *Reforming Juvenile Justice: A Developmental Approach*. Many federal agencies have supported this approach, and many in this meeting likely could share examples of how their agencies have incorporated the approach into all aspects of their work.

Sustainability Effort Report-Outs and Discussion

Administrator Listenbee explained that the conversation was to focus on how the Council can sustain the work that has begun and the relationships that have been established over the last seven years. He noted that the IWGYP has shared how it is working to sustain its efforts, and he asked Council members to share what their agencies have done to support initiatives such as the National Forum on Youth Violence Prevention (children's exposure to violence) and the Supportive School Discipline Initiative (re-entry). He asked how agencies have supported activities such as the Second Chance Pell Grants; Beyond the Box guidance for institutions for higher education; the Clean Slate Clearinghouse; the HUD Juvenile Re-Entry Assistance Program; the Corporation for National Community Service; AmeriCorps; and HHS's many programs, including its Office of Minority Health's Minority Youth Violence Prevention: Integrating Public Health and Community Policing Approaches program. Administrator Listenbee opened the floor for discussion.

Alameda County, CA

Practitioner member **Judge Thompson** reported on activities meant to promote the Attorney General's National Task Force on Children Exposed to Violence report, sharing that Alameda County involved itself in a number of youth-led practices in which youth directly participated as stakeholders.

Solano Community College

The Solano Community College Umoja Program – the goals of which include providing students with the knowledge, skills, and resources to make healthy life and lifestyle decisions and keeping students alive and free from violence, incarceration, unhealthy relationships, and drugs – has incorporated the showing of *Wounded Places*, a documentary about youth who have been exposed to violence.

The college has held four peace summits, one each semester, during which youth are sharing their personal stories with the support of social workers, HHS staff, and HUD staff. Judge Thompson shared one story of a student who had experienced severe violence and had dealt with

significant aftermath. One thing that has become clear is the collateral impact of violence on families, neighborhoods, and school systems.

The college incorporated Task Force initiatives into its curriculum; a summer learning institute was attended by faculty, staff, and counselors who impact students of various ethnicities attending the college. Judge Thompson asserted that opportunities are missed when youth who have experienced violence and trauma are not at the table to explain what they need.

Firefighters Academy

The Alameda County Fire Department started a program in which “wounded healers” – previously system-involved young people – went through its firefighter academy and a mentoring program. In collaboration with the East Bay Community Law Center, many of those young people were able to get their records expunged in order to be able to become licensed firefighters and paramedics (documented in the film, “In the Red”). This illustrated what can happen when agencies work together in support of each other’s work; such relationships are not always obvious, natural ones. Judge Thompson remarked that collaboration takes time, and it is critical to “put boots on the ground” and do the work.

Youth Alive

This bicoastal collaboration with Drexel University involved engaging violence-involved youth in emergency rooms (ERs). Counselors began having conversations with the young people about getting out of gang violence, including learning what support was needed. Youth were invited and paid to participate in various studies; they were not outed and did not have to deal with the stigma from participating in conversations with mental health workers.

Now, Youth Alive is developing the START program for boys and men of color, which involves an app and other resources that support students’ self-care for post-traumatic stress. Judge Thompson noted that one of the fastest-growing populations is that of young people exposed to violence who have self-diagnosed and/or self-medicated for post-traumatic stress. She added that youth exposed to violence need immediate intervention in the form of mental health services.

Department of Education

Mr. Esquith remarked that these turbulent times, particularly in the field of education, challenge the sustainability of the many programs informed by the work of the Council. As the DOE Office of Safe and Healthy Students (OSHS) intends to sustain work done with the Council and looks forward to working with other agencies, it believes that the issues and common agenda will continue. The question is how to sustain the coordination of efforts, both on informal and formal bases.

DOE’s work with HHS, the Substance Abuse and Mental Health Services Administration (SAMHSA), DOJ, the Department of Homeland Security (DHS), and other agencies and

departments on a wide range of issues informs what Mr. Esquith's office does every day. For example, OSHA is working very closely with, DHS, DOJ, and other agencies to keep students from becoming radicalized. In another example, DOE and DOJ very recently released guidance on transgender youth, and that has sent a wave throughout the world of education.

Mr. Esquith asserted that the benefits from the input and perspectives of other agencies could not be more valuable. Regarding sustainability, he made the following points:

1. Department and agencies must share best practices and emerging issues in a thoughtful, highly candid, transparent way.
2. The best resources members can share are their knowledge and expertise. All of us have subject matter experts in agencies and in the field privately, and we need to share those connections across agencies.

Supportive School Discipline Initiative

At Administrator Listenbee's request, Mr. Esquith shared information on the DOE/DOJ Supportive School Discipline Initiative. Former Attorney General Eric Holder and former DOE Secretary Arne Duncan clearly saw a national issue in the discipline, practices, and policies around the country that were leading to harsh discipline practices, suspensions, and expulsions that disproportionately affected youth from minority backgrounds. The two men and their staffs worked together to develop model policies and practices, engage stakeholders, and talk to other agencies. About two years ago, they released a set of recommendations in terms of best practices. DOE continues to work with DOJ and other agencies.

Around the country, school districts and state agencies are revisiting their discipline practices and policies with a shift toward keeping classrooms and school environments safe and orderly while ensuring that students stay in school and do not lose instructional time. The process is challenging and slow going, and significant progress will take years to achieve. However, already the initiative has significantly positively impacted lives of tens of thousands of youth around the country, as they spend more time in school and receive mental health services and needed supports to exist positively in a school environment and to achieve academically.

Mr. Esquith asserted that this initiative is a model of what can be achieved when agencies collaborate and sustain the work.

Department of the Interior

Cheryl Andrews-Maltais updated the Council on activities of the Department of the Interior (DOI).

Internship Program

Ms. Andrews-Maltais reported that the DOI Bureau of Indian Affairs initiated a new youth intern program and is bringing in native students from around the country to work with the Bureau and throughout DOI. Interns will gain hands-on experience and have mentorship opportunities.

Native Youth Summit

This year, DOI is coordinating a native youth summit in conjunction with the White House Tribal Leaders Conference. The goal is to help tribal leaders and youth continue to develop and enhance relationships between the two groups.

Native One-Stop

Native One-Stop is a consolidation of programs offered throughout Indian Country by 17 federal agencies. Individuals, families, and tribes can learn online about all programs and services so they may determine their eligibility and gain access to resources and support systems. An initiative of DOI and the Department of Labor (DOL) and developed as part of the White House Tribal Youth Gathering, the site includes more than 80 different resources related to education, environment, health, economic assistance, and youth needs.

Cross-Departmental Initiative for Paraprofessionals

In development is a cross-departmental initiative for native and non-native students to work as paraprofessionals for historic and cultural preservation in various federal departments including the National Park Service, the Forest Service, and the Advisory Council on Historic Preservation. The initiative provides focus and experience, and it is a career path and a leap ahead on employment opportunities. On top of that, such work provides a basis for recognition, understanding, respect, and protection of cultural and traditional resources.

Through the Executive Order of 2013, the President designated the White House Council on Native American Affairs; that body will transcend the transition of administrations and involve cross-departmental and cabinet collaboration for issues facing the country.

Discussion

Brent Cohen agreed with Mr. Esquith that the issues will sustain, noting that many of the current issues preceded the current administration. What he has found to be unique over the last two years is the way in which juvenile justice and criminal justice reform issues have been elevated into a national dialogue. From the information Judge Thompson shared about activities in Alameda County and the reports from the Bureau of Indian Affairs, DOI, and DOL, it is no longer unusual to hear agency secretaries speak about criminal justice reform and juvenile justice reform in very tangible ways.

Mr. Cohen, knowing how disruptive transitions can become, questioned how to continue the momentum and to ensure these issues remain elevated in agencies in which juvenile justice may

not be a core issue. He wondered how to maintain justice-involved youth and juvenile justice as a core issue within these agencies, and he asked how the Council can be a vehicle for doing so in terms of interagency cooperation.

Richard Morris expressed his concern about maintaining movement that is barely in place. What can we do proactively to anticipate change? Perhaps there could be value in performing a gap analysis. Agencies need to identify needs and share them with partnering agencies. Mr. Morris is curious about the impact of the loss of appointees in future administrations, and he wonders whether and how agencies can anticipate what that might occur and ways to potentially circumvent the impact. There is value in tangibly demonstrating to the public and to federal lawmakers the interconnectivity of agencies; he suggested a possible visual campaign that could include things such as a common logo or brand that expresses commonality around PYD.

Mr. Morris noted that DOL must be careful in its distribution of finite funds. It often finds itself unable, for example, to consider training around substance abuse and mental health as an allowable expenditure. This frustrates grantees, who then need to go through a referral system to find resources to satisfy that requirement. Including that training as an allowable expenditure, as DOL is doing with a recent demonstration project, reflects heightened sensitivity to satisfying that requirement.

Practitioner member **Laurie Garduque** of the John D. and Catherine T. MacArthur Foundation was pleased to hear about the PYD framework, as it is helpful to have a constructive and unifying presentation. She asserted that the best way to achieve impact and attain measurable outcomes is by pooling the resources of federal agencies. Those resources include research, knowledge development, model demonstration programs, and evidence-based practices; pooled, they can inform workforce development and leadership cultivation. Ms. Garduque explained the frustration of dealing with agencies that only can do practice or model demonstration programs when what exists is the concurrent need for new knowledge development and lack of agency resources for such.

Ms. Garduque purported that the discussion must go beyond the framework to ways in which agencies' resources can be combined around a shared sense of purpose. The reality is that agencies' resources are limited and continuing to shrink, so the need exists to determine how to use them more effectively and efficiently to create a greater impact. While some joint efforts – including the adverse childhood effects and trauma reports, and the DOJ/DOE work on school discipline – have been useful in elevating the issues, Ms. Garduque sees them as on the decline due to a lack of champions outside of the government. While public awareness and the initial hit of convenings and conferences are useful, she proposed the need to think about using the agencies' focus on the issues and about deciding what partnerships are needed, whether with private philanthropy or with some of the key professional, policy, and stakeholder groups. The MacArthur Foundation has been struggling with the same issues as it exits juvenile justice, and it

has made a concerted effort to engage strategic allies; the consumers, users, and clients of its work have become important in amplifying the messages and in spreading and diffusing best practices by guiding state and local agencies to shift resources to support performance and success.

The MacArthur Foundation has created alliances with such groups as the Council of State Governments, the National League of Cities, the National Association of Counties, the National Center of State Courts, the Association of Prosecuting Attorneys, the National Legal Aid & Defender Association, and juvenile defenders organizations, and it has hosted their briefings and workshops at MacArthur conferences. Allies such as these want existing resources to be spent more effectively and efficiently.

Ms. Garduque asserted that those types of alliances can capitalize on the agencies' work while creating political allies to sustain this new way of thinking about problems and moving forward. She asserted that it is a lack of support, not a lack of knowledge and information that keeps people from taking systemic approaches or from changing policies and practices.

Finally, Ms. Garduque noted that adults often rely on their professional member organizations for their learning.

Larke Huang remarked that it is crucial to carefully choose partnerships and to understand how a particular partner becomes value added. For example, SAMHSA is not a large delivery system and lives in other delivery systems to help them reach their goals. Ms. Huang noted the importance of using and sharing data, giving the example of the school discipline work being directly informed by data coming from the schools. She pointed out that partnerships around data are difficult as they relate to ownership and sharing, and she asserted that new partners with expertise around data are needed, as data are key to the sustainability of efforts.

Ms. Huang reported that SAMHSA was recently part of a data-driven justice initiative analyzing data in the justice system and in the behavioral health, mental health, and substance abuse system with technology experts. Those experts recommended that the agencies deal with the policy issues, such as confidentiality and privacy, while the technology professionals handle the technical issues around sharing data and developing reports.

Ms. Huang noted successful federal partnerships, thanks to the Council and the IWGYF, both of which have given members personal connections in other agencies for doing this work. She expressed the need to broaden into the private sector, including foundations and new business models around connecting resources with those who need them (à la Uber). New funding is not always necessary. The SAMHSA Office of Behavioral Health Equity currently is working with counties on how to redeploy their funds around the issues with which it is concerned.

Finally, Ms. Huang noted the benefit of partners in different arenas learning each other's language.

At Administrator Listenbee's request, Ms. Huang elaborated on the types of partnerships in which her office has engaged. She reiterated that solid federal partnerships have been developed, adding the importance of keeping those at the career staff level so as not to lose them when administrations change. Beyond that, an entire arena exists of technology experts who want to solve problems. Ms. Huang sees them as an untapped resource.

Ms. Huang also commented that many consumers are becoming specialists who are strategic in their training and in garnering political will. The youth voice is really developing, and young people provide true strategic thinking from their experience navigating through systems.

Partnering with municipalities at the state and county level is important; while those relationships are often about funding, there are other ways to partner as well.

Sarah Wattenberg was pleased to hear about the partnership on youth, as she sees the need to bring youth to the table; in order to have someone in meetings who can articulate on the issues and be persuasive at the policy level, the Council needs to create that community. One large success in the substance use domain is that young people in recovery have coalesced and have learned policy issues in the past five years. Facilitating these groups helps to create a next generation of leaders who can carry the message across federal agencies, because they become part of stakeholder groups and the fabric of the exchange that takes place among federal partners. These youth are excellent message amplifiers and champions of change. Additionally, stakeholders' footwork helps to carry the message across administrations.

Ms. Wattenberg advocated for pulling in youth and helping them to become part of the consensus-building, adding that, once they have coalesced, the White House Office of National Drug Control Policy (ONDCP) can find platforms for them. She reported that a live-streamed event from the White House by a small group of youth in recovery had one of the broadest, widest reaches and received significant public media attention.

From a technical federal policy perspective, ONDCP develops national U.S. government efforts through its drug strategies, which include the National Drug Control Strategy, the Prescription Drug Strategy, the Southern Border Strategy, and the Northern Border Strategy. These force those in the federal government to think through their nexus to all other departments and agencies. Such reflection is crucial, as most of our issues intersect with most of each others' issues. ONDCP welcomes participation in the development of government-wide consensus strategies.

Regarding the discussion around data, Ms. Wattenberg noted that the HUD Housing First model – an approach to quickly and successfully connecting individuals and families experiencing homelessness to permanent housing without preconditions and barriers to entry – is permitting recovery housing to be an allowable expense. This creates data about demand.

Administrator Listenbee next solicited comments from those on the phone, and **Judge Gordon Martin, Jr.** offered his congratulations to Judge Thompson on her exceptional work in Alameda County.

At Administrator Listenbee's request, **Lisa Lauxman** reflected on and highlighted what she found pertinent in the meeting discussion. She views efforts through the lens of connection, competency, and capacity, and she noted that the USDA regularly leverages resources.

The USDA houses, and the National Institute of Food and Agriculture (NIFA) supports, the Cooperative Extension System, which operates in 31 counties across the U.S. That work provides consistent opportunities to consider how to connect and disseminate information. Ms. Lauxman advocated for continuing to think about youth and adults as partners and stakeholders. She added the value she sees in PYD having become entrenched as a philosophy and the benefit of continuing to move it forward.

Rachel Frier pointed out that today's young people are very accustomed to speaking for themselves and to accessing information. We are in an age of social media, of social engagement, and of sharing and promoting ideas. That openness needs to be harnessed through social media and other technological tools. Ms. Frier shared that children with whom DHS is engaging in its immigration and customs enforcement work show far less fear than might be expected of them because of their comfort and ability in accessing information. Asking youths' opinions and allowing them to participate in the formation of strategy and message would greatly benefit agencies.

John Kelly expressed his appreciation of this brainstorm session in anticipation of the fall meeting, when team members will share concrete ideas about sustainability. Currently, the Corporation for National Community Service (CNCS) is engaged in internal discussions about engaging career staff around youth engagement regarding initiatives CNCS launched through the support of this Council and other administration initiatives focused on youth. While the agency is small and is siloed by funding stream, it has formed new working teams focused around its place-based efforts. Many of its investments, including in the Promise Zones and with the Youth Violence Prevention Forum, are very focused on youth strategies. CNCS is also establishing three- and five-year agreements to support initiatives related to its AmeriCorps VISTA (Volunteers In Service To America) investments.

Mr. Kelly noted that CNCS has had the opportunity to develop interagency partnerships with several Council member agencies, specifically with OJJDP around the outstanding Youth Opportunity AmeriCorps program. Between now and the fall, CNCS would welcome offline conversations about continuing such relationships.

Regarding partnering with stakeholders, CNCS has been working with a core network and with the National Summer Learning Association on a pilot, three-year initiative around summer opportunities focused on youth. The Service set aside \$15 million and put in place, and is building on, two three-year agreements. During the summer, CNCS would appreciate input by Council members on how best to draw down the funds.

Mr. Cohen expressed the importance of internally identifying champions within agencies for the population of youth in order to elevate and continue this conversation. Also, we need to identify external champions, whether they be from philanthropy, organizations, or other entities.

Administrator Listenbee thanked the group for this dynamic conversation. He explained that one more meeting of the Council will take place prior to the change in administration, likely in the fall and scheduled at a time when Attorney General Lynch is most able to be present, subject to her schedule. He charged every member with analyzing how to sustain the interagency relationships and work that that have begun – what you have done to date and what steps you plan to take. Mr. Slowikowski will work closely with members and their teams during the summer. One of the goals of the fall meeting is to have five or six agencies provide 10-minute reports. Also, agencies are asked to submit written reports even if they will not present in that meeting.

Administrator Listenbee emphasized that what Council members say and do really matters. He shared that, when he was in field prior to holding his current position, he read Council reports and focused on changes in juvenile justice. Across the nation, people are looking to the Council for leadership and guidance.

COORDINATING COUNCIL MEMBER UPDATES AND ANNOUNCEMENTS

Department of Labor

Mr. Morris reported on activities being undertaken by DOL:

1. In collaboration with DOJ, DOL is in the process of launching the National Clean Slate Clearinghouse, which will provide technical assistance to local legal aid programs, public defender offices, and re-entry service providers to build capacity for legal services that are needed to assist with record-cleaning, expungement, and related civil legal services. The launch should take place within the next two months.

2. In conjunction with the Department of Defense (DoD), DOL continues to support the 22-week National Guard Youth ChalleNge program and the recently introduced additional five-month job challenge program. The added component provides court-involved youth with vocational and educational training, including technical skills that will lead to specific jobs.
3. DOL is currently rolling out GetMyFuture.org, a mobile-friendly, one-stop website to help youth plan their careers, explore education and training options, and search and apply for jobs. The website will roll out in late June.
4. N.B. The url for Workforce3.1, the premier website sponsored by DOL's Employment and Training Administration, has been changed to WorkforceGPS.org.
5. Grants announcements that will be announced within 10 days include:
 - a. *Pathways to Justice Careers for Youth*
 - i. This will combine case management, mentoring, career exploration, and exploration of World of Work models, particularly in the fields of justice and emergency service for in-school youth ages 16 to 21.
 - b. *Re-entry demonstration projects for young adults*
 - i. For the first time, applicants have been asked to focus on statements of objectives and to direct the solutions, as opposed to statements of work that fit in the DOL's stated solutions.
 - ii. The grant will introduce allowable costs, particularly in the areas of mental health and substance abuse.
 - c. DOL is continuing to support *Linking to Employment Activities Pre-release (LEAP)* by funding Specialized American Job Centers (AJCs) at a second round of correctional facilities.
 - i. The work will engage people prior to their release.
 - d. DOL will again provide training to grantees supporting individuals already engaged in work-release programs to ensure a seamless transition from pre-release to post-release life.

MacArthur Foundation

Ms. Garduque reported that in April the MacArthur Foundation announced \$25 million worth of grants to 20 local jurisdictions that comprised the Safety and Justice Challenge, MacArthur's initiative to support local criminal justice systems reform with the interest of reducing mass incarceration where it begins, which is in the misuse and unnecessary use of jails. The grants ranged in size from \$1.5 million to \$3.5 million over two years; in addition, the jurisdictions will receive training and technical assistance and support.

The MacArthur Foundation is also looking to expand the Safety and Justice Challenge network by establishing an innovation fund with the Urban Institute supporting smaller projects related to criminal justice reform at the front end. That fund will be announced in the fall.

Ms. Garduque will report at the fall meeting on lessons learned through the MacArthur Foundation's work on the Models for Change initiative, which provided close to \$160 million for juvenile justice reform. The program evaluation was conducted by Mathematica, and MacArthur is in the process of writing up the final reports. Ms. Garduque will also share an evaluation done by Grassroots Solutions on the Foundation's National Campaign to Reform State Juvenile Justice Systems.

Department of Education

Mr. Esquith reported that, on August 12, Federal Partners in Bullying Prevention will organize the final Federal Bullying Prevention Summit of this administration, to be held at DOE. Special emphases will be on the transgender students, Muslim students, and students with disabilities.

Also, DOE will make \$5 million worth of grants in 2016 to help school districts and communities address significant civil unrest. These will be done in coordination with similar grants from SAMHSA.

SAMHSA

Following Mr. Esquith's report, Ms. Huang shared that that SAMHSA will award up to 11 cities exposed to civil unrest; the program is known as RECAST (Resiliency in Communities After Stress and Trauma) and has a strong focus on youth violence prevention and trauma work in communities through a network of participants. As Mr. Esquith had reported, SAMHSA's grants will be linked with the DOE effort.

At the end of June, SAMHSA will run its final National Policy Academy, this one on financing services for diverted youth, with the MacArthur Foundation and OJJDP.

Ms. Huang reported that, after a jointly funded MacArthur Foundation/SAMHSA juvenile justice policy academy, three states produced a document entitled *Strengthening Our Future: Key Elements to Developing a Trauma-Informed Juvenile Justice Diversion Program for Youth with Behavioral Health Conditions*.

Department of Health and Human Services

Jennifer Burnszynski reported that, on June 29, HHS and OJJDP, will co-host a listening session with approximately 20 youths ages 16-24 who have an incarcerated parent.

Office of Juvenile Justice and Delinquency Prevention

Administrator Listenbee announced that OJJDP is working with partners on the National Forum on Youth Violence Prevention, which will take place June 27-29 in Baltimore, MD.

MEETING SUMMARY AND WRAP-UP

Administrator Listenbee expressed gratitude to the meeting's participants joining in person and via webcast; Dr. Boyd and Dr. Oberlander for their presentation; and staff members Melissa Kanaya, Scott Peton, Yasmin Hines, and Dionne Word. He thanked Paul Filatreault and Juan Sutton for room setup and technical support. Finally, he expressed appreciation to the OJJDP staff who helped usher in the Council members to the building that day.

The meeting was adjourned at 11:56 a.m.